

Основи на менаџмент

Мимоза Серафимова



Предговор

Менаџментот е стар колку и човечкиот род и познато е дека свесно е практикуван од тогаш па наваму. Современиците истакнуваат дека менаџментот е генеричка функција на сите организации и генерички орган на општеството на знаење. Токму таа негова вредност иницирала потреба денес менаџментот да се предава како предмет на сите универзитети кои ги едуцираат студентите за организациско работење. Според својата содржина и структура, учебникот „Основи на менаџмент“ ги опфаќа најважните принципи, процеси и концепти кои се во основата на современиот менаџмент како наука, практика, уметност и вештина. Учебникот се состои од пет дела:

Првиот дел е со воведен карактер, проследен со глава I, која се занимава со *еволуцијата на менаџментот како практика и наука*, со посебен акцент на разни пристапи и училишта за управување во дваесеттиот век и глава II, која ги содржи основните карактеристики на *менаџментот* како процес и *менаџерите* како реализатори на тој процес - основа за правилно разбирање на процесот и функциите на менаџментот и оние кои го практикуваат и спроведуваат, со осврт на сопственоста и опкружувањето како фактори на исклучително важно влијание врз процесот.

Вториот дел ги содржи: глава III - *Основи на планирањето*, во која на планирањето се приоѓа како кон процес кој има дефинирани цели и се потребни соодветни стратегии за негово реализирање и глава IV - *Одлучување*, во која се осврнуваме на видовите и стиловите на овој процес, како и на процесот на донесување решенија и нивна евалуација.

Третиот дел ги опфаќа прашањата за *организација* - глава V, и *Управувањето со човечки ресурси* - глава VI. На организацијата и пристапуваме од аспект на нејзиното дизајнирање, нејзините модели, но и на авторитетот и моќта и распонот на нивна контрола. Човечките ресурси се третираат од аспект на нивна регрутација, селекција и социјализација, потоа нивниот развој, евалуација на нивниот резултат, но и надоместоците и мотивацијата на истите.

Четвртиот дел се однесува на основните прашања на лидерската функција: *Комуникација* - глава VII, *Мотивација* - глава VIII, *Управување со групи* - глава IX и *Лидерство* - глава X. Комуникацијата се разгледува од аспект на многу значаен организациски процес кој е причина за успешниот или неуспешниот тек на информации во секоја организација. Теоретскиот пристап кон мотивацијата придонесува за нејзино разбирање како двигател на ефикасноста на сите процеси, кој во различно ниво на развој на мислата за менаџмент имал различни пристапи. Организациските групи и тимови се носители на ефективност на работниот резултат и нивните видови, карактеристики, конфликти и нивно разрешување, се аспекти кои ќе им помогнат на студентите правилно да ги разберат за да бидат дел од нив. Лидерството и лидерите се алките на текот на бизнис процесите кои го поврзуваат ефективното и ефикасното. Даден е краток преглед на нивните пристапи и развој, а акцентот е ставен на современите теории.

Петтиот дел, глава XI ги прикажува основните на *Контролирањето* како раководна функција, стиловите на контролирање, како дефинирањето стандарди, мерењето, споредувањето и преземањето корективни акции за неправилно реализирање на процесот.

На почетокот на секое поглавје, дадена е основната содржина и она што е потребно да го научат во тоа поглавје. На крајот на секое поглавје, понудени се прашања за дискусија и проверка на учењето. Овие прашања ќе им помогнат на студентите да се подготвуваат за организациските проблеми и да донесуваат поефективни и поефикасни одлуки.

Авторот се заблагодарува на рецензентите за поддршката и стимулациите, но и за конструктивни забелешки за создавање на овој учебник.

Авторот се заблагодарува и на сите оние кои во иднина, ќе даваат коментари, предлози и предлози да го направат следното издание уште подобро.

Авторот

ПРЕДГОВОР
ПРВ ДЕЛ

ГЛАВА I. ЕВОЛУЦИЈА НА МЕНАЏМЕНТОТ

1. РАНИ ТЕОРИИ НА МЕНАЏМЕНТОТ

- 1.1. Менаџментот кај древните цивилизации
- 1.2. Управувањето во феудализмот
- 1.3. Менаџмент на индустриската револуција
- 1.4. Менаџментот во капитализмот

Прашања за дискусија и проверка на учењето

2. РАНИ ТЕОРИИ И ТЕОРЕТИЧАРИ НА МЕНАЏМЕНТОТ

- 2.1. Класично школо за менаџмент
- 2.2. Бихевиористичко школо за менаџмент
- 2.3. Квантитативно школо за менаџмент
- 2.4. Системско школо за менаџмент
- 2.5. Ситуациско - контингентно школо за менаџмент
- 2.6. Современи концепти во развојот на менаџментот на XX век
- 2.7. Современи трендови во развојот на менаџментот

Прашања за дискусија и проверка на учењето

ГЛАВА II: МЕНАЏМЕНТОТ И МЕНАЏЕРИТЕ

1. МЕНАЏМЕНТ

- 1.1. Поим и дефинирање на менаџментот
- 1.2. Основна поделба на менаџментот
- 1.3. Менаџментот и сопственоста
- 1.4. Менаџментот и опкружувањето

2. МЕНАЏЕРИ

- 2.1. Поимот менаџер
- 2.3. Видови менаџер
- 2.4. Карактеристики на менаџерите

Прашања за дискусија и проверка на учењето

ДЕЛ ВТОР – ПЛАНИРАЊЕ

ГЛАВА III: ОСНОВИ НА ПЛАНИРАЊЕ

1. ПОИМ, ЗНАЧЕЊЕ И ЦЕЛИ НА ПЛАНИРАЊЕТО

- 1.1. Планирањето како функција на менаџментот
- 1.2. Планирањето како процес
- 1.3. Планирањето како научна дисциплина

2. ПРОЦЕСОТ НА ПЛАНИРАЊЕ

- 2.1. Поим, значење и цели на процесот на планирање

3. ОРГАНИЗАЦИСКИТЕ ЦЕЛИ КАКО ПРОИЗВОД НА ПЛАНИРАЊЕТО

- 3.1. Поим и значење на организациските цели
- 3.2. Видови организациски цели
- 3.3. Карактеристики на организациските цели
- 3.4. Пристапи за поставување организациски цели

4. СТРАТЕГИТЕ КАКО ПРОИЗВОД НА ПЛАНИРАЊЕТО

4.1. Стратегии - поим, значење и карактеристики

4.2. Видови стратегии

5. ПЛАНОВИ

5.1. Планови - поим и значење

5.2. Видови планови

5.3. Карактеристики на плановите

5.4. Постојани планови и планови за еднократна употреба

6. ТЕХНИКИ И РЕСУРСИ ВО ПЛАНИРАЊЕТО

6.1. Проценување на деловното опкружување

Прашања за дискусија и проверка на учењето ДЕЛ

ТРЕТ ДЕЛ

ГЛАВА IV: ОДЛУЧУВАЊЕ

1. ОДЛУЧУВАЊЕ - ПОИМ, УЛОГА И ЗНАЧЕЊЕ

2. ТЕКОТ НА ПРОЦЕСОТ НА ОДЛУЧУВАЊЕ

2.1. Идентификување на проблемот

2.2. Утврдување причината за настанат проблем

2.3. Креирање решенија

2.4. Евалуација на решенија

2.4.1. Методи на евалуација на алтернативни решенија

2.5. Избор на решение

2.6. Имплементација на одлука

2.7. Евалуација на ефективност на одлука

3. ВИДОВИ И СТИЛОВИ НА ОДЛУЧУВАЊЕ

3.1. Видови одлуки

3.2. Стилови на одлучување

4. ОДЛУЧУВАЊЕ ВО СОВРЕМЕНИ УСЛОВИ НА ДЕЛОВНО РАБОТЕЊЕ

Прашања за дискусија и проверка на учењето

ТРЕТ ДЕЛ - ОРГАНИЗИРАЊЕ

ГЛАВА V: ОРГАНИЗАЦИСКА СТРУКТУРА

1. ОРГАНИЗИРАЊЕ - поим, значење и цели

2. УТВРДУВАЊЕ И ПОДЕЛБА НА РАБОТАТА

2.1. Утврдување на работа

2.2. Поделба на работата

3. ДЕПАРТМАНИЗАЦИЈА

3.1 Департманизација - поим, улога, значење

3.2. Методи на департманизација

3.3. Модели на департманизација

3.4. Донесување одлуки за департманизација

3.4.1. Фактори што влијаат врз одлучувањето за департманизација

3.5. Избор на организациска структура

4. ДЕЛЕГИРАЊЕ АВТОРИТЕТ

4.5. Авторитет и моќ

4.6. Процесот на делегирање авторитет и моќ

5. ЦЕНТРАЛИЗАЦИЈА И ДЕЦЕНТРАЛИЗАЦИЈА

5.1. Централизација и децентрализација како тенденции

5.2. Бизнис децентрализација

6. Воспоставување обем на контрола

6.1. Поим за степен на контрола

6.2. Обемот на контрола и организациска структура

Прашања за дискусија и проверка на учењето

ГЛАВА VI: УПРАВУВАЊЕ СО ЧОВЕЧКИ РЕСУРСИ

1. МЕНАЏМЕНТ НА ЧОВЕЧКИ РЕСУРСИ - поим, значење, цели

2. ПЛАНИРАЊЕ НА ЧОВЕЧКИТЕ РЕСУРСИ

2.1. Планирање на човечки ресурси - поим, значење, цели

2.2. Процесот на планирање на човечки ресурси

3. РЕГРУТИРАЊЕ, СЕЛЕКЦИЈА И СОЦИЈАЛИЗАЦИЈА

3.1. Регрутирање

3.2. Селекција

3.3. Социјализација на новопримените вработени

4 РАЗВОЈ НА ЧОВЕЧКИ РЕСУРСИ

4.1. Развој на човечките ресурси - поим, значење, цели

5. ОЦЕНУВАЊЕ НА УЧИНОКОТ НА ВРАБОТЕНИТЕ

5.1. Оценување на резултатот - поим, значење, цели

5.2. Оценување на резултатот на извршителите

5.3. Оценување на резултатот на менаџерите

6. НАДОМЕСТОЦИ И БЕНЕФИЦИИ

6.1. Стратегии на материјални надомести

6.2. Нематеријални стратегии - бенефиции

Прашања за дискусија и проверка на учењето

ЧЕТВРТ ДЕЛ - ЛИДЕРСТВО

ГЛАВА VII: КОМУНИКАЦИЈА

1. КОМУНИКАЦИЈА - поим, значење и цели

2. КОМУНИКАЦИЈАТА КАКО ПРОЦЕС

2.1. Селекција на информации

2.2. Кодирање на информации

2.3. Пренесување на пораки

2.4. Примање пораки

2.5. Декодирање

2.6. Воспоставување повратна комуникација

3. ВИДОВИ КОМУНИКАЦИЈА

3.1. Вербална и невербална комуникација

3.2. Комуникација со надолен тек, со нагорен тек и хоризонтална комуникација

4. КОМУНИКАЦИСКИ МРЕЖИ

4.1. Видови и карактеристики на комуникациски мрежи

4.2. Формални и неформални комуникациски мрежи

5. ПРЕПРЕКИ НА ЕФИКАСНИ КОМУНИКАЦИИ
- 5.1. Поим и видови препреки за ефикасна комуникација
- 5.2. Извори на препреки во комуникација во организациите
- 5.3. Надминување на комуникациските препреки и развој на систем за комуникација
- 5.4. Подобрување на системот на комуникација

Прашања за дискусија и проверка на учењето

ГЛАВА VIII: МОТИВАЦИЈА

1. МОТИВАЦИЈА И МОТИВИРАЊЕ
 - 1.2. Улога и значење на мотивацијата
 - 1.3. Фактори на индивидуална на мотивација
2. ТЕОРИИ ЗА МОТИВАЦИЈА
 - 2.1. Класични теории на мотивација
 - 2.2. Содржински теории на мотивација
 - 2.3. Процесни теории на мотивација
3. ВЛИЈАНИЕТО НА МОТИВАЦИЈАТА ВРЗ УЧИНОКОТ НА ОРГАНИЗАЦИЈАТА

Прашања за дискусија и проверка на учењето

ГЛАВА IX: УПРАВУВАЊЕ СО ОРГАНИЗАЦИСКИ ГРУПИ И ТИМОВИ

1. ПОИМ ЗА ОРГАНИЗАЦИСКИ ГРУПИ И ТИМОВИ
 - 1.1. Улога и значење на групите
 - 1.2. Причини за вклучување на луѓето во групи
 - 1.3. Животен циклус на групите
 - 1.4. Карактеристики на групите
 - 1.5. Видови групи
2. ТИМОВИТЕ КАКО ПОСЕБЕН ВИД ГРУПИ
 - 2.1. Тимови - поим, значење и цели
 - 2.2. Карактеристики на тимовите
 - 2.3. Видови тимови
 - 2.4. Состав на тимовите
 - 2.5. Улоги на членовите на тимот
 - 2.6. Формирање и развој на тимови
 - 2.7. Карактеристики на ефикасни тимови
3. Групите и организациската продуктивност
 - 3.1. Реалниот резултат на организацијата
4. Групно одлучување
 - 4.1. Групна поларизација и групна заслепеност
 - 4.2. Предности и недостатоци на групното одлучување
5. УПРАВУВАЊЕ СО КОНФЛИКТИ
 - 5.1. Поим за конфликт
 - 5.2. Карактеристики на конфликтите
 - 5.3. Структура на конфликтите
 - 5.4. Конфликтно однесување
 - 5.5. Причини за конфликти
 - 5.4. Видови конфликти
 - 5.5. Начини на управување со конфликти

Прашања за дискусија и проверка на учењето

ГЛАВА X: ЛИДЕРСТВО

1. ЛИДЕРСТВО И ЛИДЕРИ
 - 1.1. Дефинирање на лидерството
 - 1.2. Лидери - улога, карактеристики
2. ВИДОВИ ЛИДЕРСТВИ
 - 2.1. Извори на моќ на лидерите
3. ТЕОРИИ ЗА ЛИДЕРСТВО
 - 3.1. Теорија на карактерните особини на личноста
 - 3.2. Бихевиористички теории за лидерство
 - 3.3. Ситуациски теории за лидерство
 - 3.4. Современи теории за лидерство

Прашања за дискусија и проверка на учењето

ДЕЛ ШЕСТИ - ОСНОВИ НА КОНТРОЛА

ГЛАВА XI: КОНТРОЛА И КОНТРОЛИРАЊЕ

1. ПРОЦЕСОТ НА КОНТРОЛА - поим и значење
 - 1.1. Видови стандарди за мерење резултат
 - 1.1.1. Методи за утврдување на стандарди
 - 1.1.2. Мерење на постигнатиот резултат
 - 1.1.3. Споредување на остварениот резултат со стандардите
 - 1.1.4. Преземање корективна акција
2. ВИДОВИ И СТИЛОВИ НА КОНТРОЛА
 - 2.1. Видови на контрола
 - 2.1.1. Превентивна, тековна и дополнителна контрола
 - 2.1.1.1. Претходна контрола
 - 2.1.1.2. Тековна контрола
 - 2.1.1.3. Дополнителна контрола
 - 2.2. Силови на контролирање
 - 2.2.1. Пазарен стил на контролирање
 - 2.2.2. Бирократски стил на контролирање
 - 2.2.3. Контролирање преку група
3. СТРУКТУРА НА ПРОЦЕСОТ НА КОНТРОЛИРАЊЕ
 - 3.1. Воспоставување на стандарди
 - 3.2. Мерење со стандарди
 - 3.3. Споредување со стандарди
 - 3.4. Преземање корективни акции
4. Принципи и правила за ефикасна и ефективна контрола
 - 4.1. Принципи на контрола
 - 4.2. Правила на контрола

Референци:

- Abraham, H. M. (1943). A Theory of Human Motivation, *Psychological Review*, 50 370-396.
- Abbah, T. M. (2014). Employee Motivation: The Key to Effective Organizational Management. *Journal of Business and Management*. Volume 16, Issue 4. Ver. 01-08.
- Ackoff, R. L. (1994). *The Democratic Corporation*, Oxford: University Press, 168-231.
- Ackoff, R. L. (1994). *The Democratic Corporation*, Oxford University Press, Oxford. in: Bagshaw, M. (1998). Conflict management and mediation: key leadership skills for the millennium, MBC University Press, Industrial and Commercial Training, Vol. 30. No. 6, 206-208.
- Adizes, I. (1994). *Životni ciklusi preduzeća*, Novi sad: Prometej, 98.
- Adizes, I. (1994). *Dijagnoza stilova upravljanja*, Novi sad: Prometej, 120.
- Adizes, I. (1980). *How to Solve the Mismanagement Crisis*, Adizes institute, Santa Monica.
- Adair, J. (2007). *Leadership and Motivation*, London: Kogan Page Publishers, Inc. 64.
- Agarwal, R.D. (1990). *Organization and Management*, Tata McGraw-Hill Publishing Limited, New York, 248.
- Akande, A. & Odewale, F. (1994). How to Stop Company Rumours, *Leadership & Organization Development Journal*, Vol. 15 No. 4. 22-30.
- Altman, Y. & Iles, I. (1998). Learning, leadership, teams: corporate learning and organisational change. [Journal of Management Development](#), 51.
- Anderson, D. R., Sweeney, D. J. & Williams, T. S. (2003). *An Introduction to Management Science: quantitative approaches to decision making*, Thomson, South-Western, Mason, Ohio, 732.
- Anderson, L. & Anderson, D. (2001). *The Change Leader's Roadmap*, Jossey-Bass, San Francisco, 198.
- Andrews, P. H. & Baird, J. E. (Jr.). (1995). *Communication for Business and the Professions*, Brown Sc Benchmark Publishers, Dubuque, 71-72.
- Argenti, P. A. (1994). *Corporate Communication*, Irwin/McGraw-Hill Company, Boston, Massachusetts, 157.
- Argyris, C. (2000). Personality vs. Organization, in: Davis, K. (Ed.), *Organizational behavior*, Orlando: The Dryden Press, 46.
- Atchison, T. J. & Hill, W. W. (1978). Management today - managing work in organizations, Harcourt Brace, New York, 236 -241. in: Kapustić, S. (Red.), *Organizacijska teorija*, Zagreb: Informator, 189.
- Bahtijarević, F. (1999a). Menadžment ljudskih potencijala, Zagreb: Golden Marketing, 20-21.
- Bahtijarević, F. (1999b). Menadžment ljudskih potencijala, Zagreb: Golden Marketing, 558.
- Bahtijarević, F. (1999c). Menadžment ljudskih potencijala, Zagreb: Golden Marketing, 744-754.
- Bahtijarević-Šiber, F. & Pološki, N. (1999). Individual Characteristics of Entrepreneurs in Countries in Transition: The Case of Croatia / Third International Conference on Enterprise in Transition: proceedings & book of extended abstracts / Goić, Srećko (ur.). Split: Faculty of Economics, 457-460.
- Bair, J.H. & O'conor, E. (1998). The State Of Product In Knowledge Management, *Journal Of Knowledge Management*, 2/2, 2, in: Mertins, Is., Heisig, P. & Vorbeck, J. (Eds.). (2001). *Knowledge Management*, Springer, 74.
- Bandura, A. (1969). *Principle of Behavior Modification*, Holt, Rinehart and Winston, New York.

- Barnard, C. (1938). The functions of the executive, Cambridge, 91. in Lussier, R. N. (1996). Human Relations in Organizations, 211.
- Bass, B. M. (1985). Leadership and performance beyond expectations, 20. in: Northouse, P. G. (2001). Leadership, Sage Publications, Inc., Thousand Oaks, 135.
- Beamer, L. & Varner, I. (2001). Intercultural Communication in the Global Workplace, McGraw-Hill, Boston, 51.
- Beardwell, I. & Holden, L. (2001a). Human Resource Management: a contemporary approach, Prentice-Hall, London, 4.
- Beardwell, I. & Holden, L. (2001b). Human Resource Management: a contemporary approach, Prentice-Hall, London, 238.
- Beer, S. (1996). Decision and Control, John Wiley and Sons, New York, 6.
- Belker, L. B. & Topchik, G. S. (2005a). The First-Time Manager, American management Association, New York, 68.
- Belker, L. B. & Topchik, G. S. (2005b). The First-Time Manager, American management Association, New York, 109.
- Belker, L. B. & Topchik, G. S. (2005c). The First-Time Manager, American management Association, New York, 180-189.
- Bellingham, R. & Cohen, B. (1989). Leadership - Myths and Realities, Amherst, MA: Human Resource Development Press, Inc. 298.
- Bernard, R. (1998). The Corporate Intranet, Campus-Wide Informations Systems, Vol 15 Issue 3.
- Bernardin, H. J. & Russell, J. E. A. (1993). Human Resource Management: An Experiential Approach, McGraw- Hill, New York, 175- 177.
- Blake, R. R. & Mouton, J. (1964). The Managerial Grid, Houston, Gulf Publishing Company, 10.
- Bland, M. (1998). Training managers to communicate effectively, Individual and Commercial Training, Vol. 30 - No. 4, 131-136.
- Blau, P. M. & Schoentherr, R. A. (1971). The Structure of Organizations, Basic Books, New York, 420.
- Bonini, C. P., Hausman, W. H. & Bierman, H. (1997). Quantitative Analysis for Management, Irwin/McGraw-Hill, Boston, Massachusetts, 448 — 472.
- Bovee, C. L. et al, (1993). Management, McGraw Hill, Inc., 42.
- Bovee, C. L. et al. (1993). Management, McGraw-Hill Inc., New York, 208 -210. in: Mašić, B. (2001) . Strategijski menadžment, Univerzitet „Braća Karić”, Beograd, 207-208.
- Brickley, J. A., Smith, Clifford, W. C. Jr. & Zimmerman, J. L. (2001). Managerial Economics and Organizational Architecture, McGraw-Hill, Irwin, Boston, 430 - 449.
- Buckler, B. (1998). Practical steps towards a learning organization: applying academic knowledge to improvement and innovation in business processes, The learning Organization, vol 5 No 20.
- Burke, W., Lake, D., & Paine, J.W. (2009). Organization change: a comprehensive reader, San Francisco: Jossey-Bass.
- Campbell, D. J. (2000). The Proactive Employee: Managing Workplace Initiative, Academy of Management Executive, New York, 52-66.
- Capowski, G. (1994). Anatomy of a Leader; Where Are the Leaders of Tomorrow,

- Management Review, March, 12. in: Draft, L. D. & Marcic, D. (1998). Understanding Management, The Dryden Press, Forth Worth, 421.
- Caproni, P. J. (2001a). The Practical Coach, Prentice-Hall, New Jersey, 214.
- Caproni, P. J. (2001b). The Practical Coach, Prentice-Hall, New Jersey, 259.
- Carton, R. & Hofer, Ch. (2008). Measuring Organizational Performance: Metrics for Entrepreneurshi, Camberley: Edward Elgar Publishing Limited.
- Caruso, D. R. & Salovey, P. (2004). The Emotionally Intelligent Manager, Jossey-Bass, San Francisco, 3.
- Certo, S. C. & Peter, J. P. (1991). Strategic Management: Concepts and applications, McGraw-Hill, 11. in: Mašić, B. Strategijski menadžment, Univerzitet „Braća Karić”, Beograd 5-6.
- Certo, P. (1994). Modern Management, Allyn and Bacon, Boston, 415.
- Certo, P. (1994a). Modern Management-Diversity, Quality, Ethics, and the Global Environment, Allyn and Bacon, Boston, 166.
- Certo, P. (1994b). Modern Management-Diversity, Quality, Ethics, and the Global Environment, Allyn and Bacon, Boston, 189.
- Certo, P. (1994c). Modern Management-Diversity, Quality, Ethics, and the Global Environment, Allyn and Bacon, Boston, 249.
- Certo, P. (1994d). Modern Management-Diversity, Quality, Ethics, and the Global Environment, Allyn and Bacon, Boston, 353-356.
- Certo, P. (1994e). Modern Management-Diversity, Quality, Ethics, and the Global Environment, Allyn and Bacon, Boston, 384.
- Certo, P. (1994f). Modern Management-Diversity, Quality, Ethics, and the Global Environment. Allyn and Bacon. Boston. 449.
- Certo, S. C. & Certo, S. T. (2008a). Moderni menadžment, Mate, Zagreb, 35-36.
- Certo, S. C. & Certo, S. T. (2008b). Savremeni menadžment, Mate, Zagreb, 41.
- Clark E. K. & M. B. Clark (1994): Choosing to Lead, A. Center for Creative Leadership Book, Charlotte N.C. in: Milisavljević M. (2006). Potreba za liderstvom, Zbornik radova, Naučni skup, Liderstvo u teoriji i praksi, Ekonomski fakultet Banja Luka, 24.
- Clements, P. (1997). Standards support for the virtual enterprise, Assembly Auto-mation, Vol 17, Issue, 1 - 8.
- Cloke, K. & Goldsmith, J. (2003). The Art of Waking People Up, Jossey-Bass, San Francisco, 3 - 27.
- Cohen, A. R. & Bradford, D. L. (2005). Influence without Authority, John Wiley & Sons, Inc., New York, 3.
- Cottrell, N. B. (1972): Social facilitation, in: C. G. McClintock (Ed.), Experimental social psychology, New York, Holt, Rinehart & Winston, 185-236.
- Cowling A. G. & Mailer, C. J. B. (1988). Managing Human Resources, Edward Arnold, London, 42 -47.
- Crainer, S. (1999). The 75 greatest Management Decisions Ever Made ... and 21 of the worst, American management Association, New York, 119.
- Crossley, T. T. (1995). Developing competitive through 360-degree feedback, American Journal of Management Development, Vol, 7. No. 1. 13.

- Daft, R. L. & Lengen, R. H. (1986). Organizational Information Requirements, Management Science, March, 554-572. in: Higgins, J. H. (1994). The Management Challenge, Macmillan College Publishing Company, New York, 612.
- Daft, R. L. (1995a). Organization Theory and Design, West Publishing Company, Minneapolis/St. Paul, 21.
- Daft, R. L. (1995b). Organization Theory and Design, West Publishing Company, Minneapolis/St. Paul, 24.
- Daft, R. L. (1995c). Organization Theory and Design, West Publishing Company, Minneapolis/St. Paul, 218.
- Daft, R. L. (1995d). Organization Theory and Design, West Publishing Company, Minneapolis/St. Paul, 640.
- Daft, R. L. & Marcic, D. (1998). Understanding Management, The Dryden Press, Orlando, 437.
- Daft, R. L. (1998a). Management, The Dryden Press, Fort Worth, Philadelphia, 567.
- Daft, R. L. (1998b). Management, The Dryden Press, Fort Worth, Philadelphia, 569.
- Daft, R. L. (1998). Management, The Dryden Press, Fort Worth, Philadelphia, 640.
- Daft, R. L. (2000). Management, The Dryden Press, Orlando - N. York - Tokyo, 567.
- Daft, R. L. (2000a). Management, The Dryden Press, Fort Worth, 209.
- Daft, R. L. (2000b). Management, The Dryden Press, Fort Worth, 311.
- Daft, R. L. (2000c). Management, The Dryden Press, Fort Worth, 314-315.
- Daft, R. L. (2000d). Management, The Dryden Press, Fort Worth, 317.
- Daniels, N. C. (1994). Information Technology: The Management Challenge, Addison-Wesley publishing Company, Wokingham, England, 14.
- Davis, K., Cut those rumors down to size. in: Davis, K. (Ed.). (1977). Organizational Behavior, McGraw-Hill Book Company, N. York, 354-358.
- Davis, K., How do You Motivate Your Engineers and Scientists, in: Davis, K. (Ed.) (1974). Organizational Behavior: A Book of Readings, McGraw-Hill Book Company, New York, 81-88.
- De Vries, M. K. (2001). The Leadership Mystique, Prentice Hall, Financial Times, London, 294.
- DeBono, E. (1986). Conflicts - A Better Way to Resolve Them, Penguin, London. in: Bagshaw, M. (1998). Conflict management and mediation: key leadership skills for the millennium, MBC University Press, Industrial and Commercial Training, Vol. 30. No. 6. 207.
- DeCarlo, E. (2004). Extreme Project Management, Jossey-Bass, San Francisco, 28-47.
- Deering, A., Dilts, R. & Russell, J. (2004). Alpha Leadership, John Wiley & Sons, Inc., New York, 11-205.
- Dess, G. G. & Davis, P. S. (1984). Porter's Generic Strategies as Determinants of Strategic Group Membership and Organizational Performance, Academy of Management Journal, 467-488.
- Dess, G. G., Lumpkin, G. T. & Eisner, A. B. (2007). Strategijski menadžment, Data status, Beograd, 608.

- Dessler, G. (2007a). Osnovimenadžmenta ljudskih resursa, Data Status, Beograd, 68.
- Dessler, G. (2007b). Osnovimenadžmenta ljudskih resursa, Data Status, Beograd, 114.
- Dessler, G. (2007c). Osnovimenadžmenta ljudskih resursa, Data Status, Beograd, 124.
- Dessler, G. (2007d). Osnovimenadžmenta ljudskih resursa, Data Status, Beograd, 213.
- Dessler, G. (2007e). Osnovimenadžmenta ljudskih resursa, Data Status, Beograd, 215.
- Deutsch, M. (1991): Subjective features of conflict resolution: Psychological, social and cultural influences. in: Vayrynen R. (Eds): New directions in conflict theory: Conflict resolution and conflict Transformation, London, Sage, 26-54.
- Dipole, R. L. & Halverson, S. K. (2004). Discrimination in Organizations. in: Griffin, R. W. & Kelly, A. M. (Eds.), The Dark Side of Organizational Behavior, Jossey-Bass, San Francisco, 131 -159.
- Drucker, P. (1954). The Practice of Management, Harper, New York. in: Lewis, P. S., Goodman, S. H. & Fandt, P. M. (1995). Management, West Publishing Company, Minneapolis/St. Paul, 130.
- Drucker, P. F. (1995). Postkapitalističko društvo (Prevod od angleski), Grmeč, Beograd.
- Drucker, P. F. (2003). Moj pogled na menadžment: ideje koje su unapredile menadžment, Adižes, Novi Sad, 17-18.
- Edgar, E. H. (1965). Organizational Psychology, Upper Saddle River, New York, 67.
- Erić, D. D. (2000a). Uvod u menadžment, Ekonomski fakultet, Beograd, 133 -135.
- Erić, D. D. (2000b). Uvod u menadžment, Ekonomski fakultet, Beograd, 444.
- Ettore, B. (1995). „Managing Competitive Intelligence“, Management Review, New York, 15-19.
- Fayol, H. (1916). Industrial and General Administration, Dunod, Paris.
- Fayol, H. (1949). General and Industrial Management, Pitman, London. in: Bulat, V. (1977). Teorija organizacije, Informator, Zagreb, 43 - 45.
- Fekete, S. & Keith, L. (2003). Companies are People, Too, John Wiley & Sons, Inc., New York, 89.
- Ferguson, P. R. & Ferguson, G. J. (2000). Organizations, Mac-Millan Press Ltd., London, 229.
- Feurer, R., Chaharbaghi, K. & Wargin, J. (1996). Developing creative teams for operational excellence, International journal of Operations & Production management, Vol. 16. - No. 1. 5-16.
- Fiedler, F. E. (1967). A Theory of Leadership Effectiveness, McGraw-Hill, New York.
- Fincham, R. & Rhodes, P. S. (1996). The Individual Work and Organization - Behavioral Studies for Business and Management, Oxford University Press, 109.
- Fishman, C. (2002). Isolating the Leadership Gene, Fast Company, NJ, 90.
- Fisher, C. D., Schoenfeldt, L. F. & Shaw, J. B. (2002). Human resource management, 4th ed. Houghton Mifflin Company, 242.
- Follett, M.P. (1940). Dynamic Administration: The Collected Papers of Mary Parker Follett, ed. by E. M. Fox and L. Urwick (London: Pitman Publishing).

- French, J. R. P. & Raven, B. (1950) 150 - 167, in: Greenberg, J. & Baron, R. A. (1998). Ponašanje u organizacijama: razumevanje i upravljanje ljudskom stranom rada (Prevod od angleski), Želnid, Beograd, 420.
- French, W. L., Bell, Jx., C. H. & Zawacki, R. A. (1994). Organization Development and Transformation, Irwin/McGraw-Hill, Boston, 373.
- Fritz, D. (1993). Personalentwicklung, handbuch Personalmarketing, Gabler, Wiesbaden, 716. in: Pržulj, Ž. (2002). Menadžment ljudskih resursa, Institut za razvoj malih i srednjih preduzeća, Beograd, 194.
- Fuld, M. L. (1988). Monitoring the Competition, John Wiley & Sons, New York, 82-87.
- Gabriel, Y., Fineman, S. & Sims, D. (2002). Organizing and organizations, SAGE Publications, London.
- Galbraith, J. R. (2000). Designing the Global Corporation, Jossey-Bass, San Francisco, 270 - 275.
- Galbraith, J. R. (2002). Designing Organizations: An Executive Guide to Strategy, Structure, and Process, Jossey-Bass, San Francisco, 138.
- Gallagher, K. et al. (1997a). People in Organisations, Blackwell Publishers Inc., Maiden, 554.
- Gallagher, K. et al. (1997b). People in Organizations, Blackwell Publishers Inc, Malden, 591.
- Gallagher, K. et al. (1997). People in Organisations: An Active Learning Approach, Blackwell Business, Oxford, United Kingdom, 602-623.
- Garvin, D. A. & Roberto, M. A. (2001). What You Don't Know about Making Decisions, Harvard Business Review, IX/2001, 108-116.
- Gerwin, D. (1981). Relationships between Structure and Technology in Nystrom, PC Starbuck, WH.: Handbook of Organizational Design, vol. 2, Oxford University Press, New York, 3-38.
- Gibson, J. L. et al. (1997). Organizations, Irwin/McCraw-Hill Companies, Boston, 132.
- Gibson, J. L. et al. (1997). Organizations, Structure, Processes, Irwin, McGraw Hill, Boston, 167.
- Gibson, C. B. & Cohenm, S. G. (Ed.), (2003a). Virtual Teams that Work, Jossey-Bass, San Francisco, 26.
- Gibson, C. B. & Cohenm, S. G. (Ed.), (2003b). Virtual Teams that Work, Jossey-Bass, San Francisco, 113.
- Gibson, C. B. & Cohenm, S. G. (Ed.), (2003c). Virtual Teams that Work, Jossey-Bass, San Francisco, 311 - 436.
- Gibson, C. B. & Cohenm S. G. (Ed.), (2003d). Virtual Teams that Work, Jossey-Bass, San Francisco, 384.
- Goleman D. (2002). Emocionalna inteligencija, Geopoetika, Beograd, 141. Adizes, I. (1994): Dijagnoza stilova upravljanja, Agora, Prometej, Novi sad, 80.
- Goleman, D., Boyatzis, R. & McKee, A. (2002). Primal Leadership - Learning to Lead with Emotional Intelligence, Harvard Business School Press, Boston, Massachusetts, 69.
- Gracianus, V. A. (1994). Relationships in Organization, Bulletin of International Management Institute, Boston, 227.
- Gratton, L. (2004). The Democratic Enterprise: liberating your business with freedom, flexibility and commitment, Prentice Hall, Financial Times, London, 211.

- Gray E. R. & Smeltzer L. R., (1989). Management, Macmillan Publishing Company, New York, 667.
- Greenbaum, H. H. & White, N. D. (1876). Biofeedback at the Organizational level: The Communication Audit", The Journal of Business Communication, No. 6, 3-15. in: Weihrich, G. & Koontz, H. (1993). Menedžment (Prevod od angleski), Mate, Zagreb, 553.
- Greenbaum, H. H. (1974). The Audit of Organizational Communication, Academy of Management Journal, Vol. 17. No. 4, 743. in: Weihrich, H.R. & Koontz, H. (1993). Menedžment, Mate, Zagreb, 552.
- Greenberg, J. (1989). Cognitive Reevaluation of Outcomes in Response to Underpayment Inequity, Academy of Management Journal, 174-184.
- Greenberg, J. & Baron, R. A. (1998a). Ponašanje u organizacijama (Prevod od angleski), Želnid, Beograd, 118 - 134.
- Greenberg, J. & Baron, R. A. (1998b). Ponašanje u organizacijama (Prevod od angleski), Želnid, Beograd, 274.
- Greenberg, J. & Baron, R. A. (1998c). Ponašanje u organizacijama (Prevod od angleski), Želnid, Beograd, 289-291.
- Greenberg, J. & Baron, R. A. (1998d). Ponašanje u organizacijama (Prevod od angleski), Želnid, Beograd, 319.
- Greenberg, J. & Baron, R. A. (1998e). Ponašanje u organizacijama (Prevod od angleski), Želnid, Beograd, 328-329.
- Greenberg, J. & Baron, R. A. (1998f). Ponašanje u organizacijama (Prevod od angleski), Želnid, Beograd, 477.
- Greenberg, J. (1989). Cognitive Reevaluation of Outcomes in Response to Underpayment Inequity, Academy of Management Journal, 174-184.
- Griffin, R. W. (1999a). Management, Houghton Mifflin Company, Boston, 200.
- Griffin, R. W. (1999b). Management, Houghton Mifflin Company, Boston, 246 -247.
- Griffin, R. W. (1999c). Management, Houghton Mifflin Company, Boston, 326 - 329.
- Griffin, R. W. (1999d). Management, Houghton Mifflin Company, Boston, 335.
- Griffin, R. W. (1999e). Management, Houghton Mifflin Company, Boston, 503.
- Griffin, R. W. (1999f). Management, Houghton Mifflin Company, Boston, 562.
- Griffin, R. W. (1999g). Management, Houghton Mifflin Company, Boston, 564.
- Griffin, R. W. (1999h). Management, Houghton Mifflin Company, Boston, 568.
- Griffin, R. W. (1999g). Management, Houghton Mifflin Company, Boston, 584.
- Griffin, R. W. (1999k). Management, Houghton Mifflin Company, Boston, 617.
- Griffin, R. W. (1999l). Management, Houghton Mifflin Company, Boston, 701.
- Griffin, R. W. (2008). Management, 9 izdanje, MA, Boston, 308-309.
- Grundy, J. & Ginger, J. (1998). Global teams for the millennium, Global Teamwork Associates, Management Decision, 38/1, 31 - 33.
- Hackman, J. R. (1987). Handbook of organizational behavior, Prentice-Hall, Englewood Cliffs, New Jersey. in: Greenberg, J. & Baron, R. A. (1998). Ponašanje u organizacijama,

Želnid, Beograd, 276-277.

Have, S., Have, W., Stevens, F. & Elst, M. (2003a). Key Management Models, Prentice Hall, Financial Times, London, 21.

Have, S., Have, W., Stevens, F. & Elst, M. (2003b). Key Management Models, Prentice Hall, Financial Times, London, 195-197.

Hellriegel, D., Jackson, S. E. & Slocum, W. (2002a). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 73.

Hellriegel, D., Jackson, S. E. & Slocum, W. (2002b). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 221.

Hellriegel, D. Jackson, S. E. & Slocum, W. (2002c). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 277 - 278.

Hellriegel, D. Jackson, S. E. & Slocum, W. (2002d). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 285 - 286.

Hellriegel, D. Jackson, S. E. & Slocum, W. (2002e). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 386.

Hellriegel, D. Jackson, S. E. & Slocum, W. (2002f). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 393.

Hellriegel, D. Jackson, S. E. & Slocum, W. (2002g). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 413.

Hellriegel, D. Jackson, S. E. & Slocum, W. (2002h). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 463-465.

Hellriegel, D. Jackson, S. E. & Slocum, W. (2002h). Management, Southwestern Thomson Learning, Cincinnati, Ohio, 517.

Hellriegel, D., Jackson, S. E. & Slocum, J. W. (2002a). Management: A Competency-based Approach, South-Western Thomson Learning, Canada, 385.

Hellriegel, D., Jackson, S. E. & Slocum, J. W. (2002b). Management: A Competency-based Approach, South-Western Thomson Learning, Canada, 393.

Hellriegel, D., Jackson, S. E. & Slocum, J. W. (2002c). Management: A Competency-based Approach, South-Western Thomson Learning, Canada, 469.

Handy, B. C. (1996). Gods of Management: The Changing Work of Organizations, Oxford University Press.

Henkof, R. (1993). Winning the New Career Game, Fortune, July 12, 46 - 49. in: Robbins, S. P., DeCenzo, D. A. (2001). Fundamentals of Management, Prentice-Hall, Upper Saddle River, New Jersey, 223-227.

Herbaria, L. G. (2005). Making Strategy Work, Wharton School Publishing, Upper Saddle River, New Jersey, 119.

Hersey, P. & Blanchard, K. H. (1989). Management of Organizational Behavior: Utilizing Human Resources, Prentice Hall, Englewood Cliffs, 152. in: Stefanović, Ž. et al. (2000). Organizacija preduzeća, Ekonomski fakultet Beograd, Beograd, 384.

Hersey, P. & Blanchard, K. H. (1993). Management and Organizational Behavior, Prentice-Hall, Englewood Cliffs, 19.

Hersey, P. & Blanchard, K.H. (1993). Management of Organizational Behavior: Utilizing Human Resources, Prentice Hall, Englewood Cliffs, 152.

Higgins, J. M. & Vincze, J. W. (1993). Strategic Management: Text and Cases, Harcourt Brace Jovanovich College Publishers, 248. in: Mašić, B. (2001). Strategijski menadžment,

Univerzitet „Braća Karić”, Beograd, 245.

Higgins, J. H. (1994a). The Management Challenge, McMillan College Publishing Company, New York, 201-204.

Higgins, J. H. (1994b). The Management Challenge, McMillan College Publishing Company, New York, 209.

Higgins, J. H. (1994c). The Management Challenge, McMillan College Publishing Company, New York, 579.

Higgins, J. H. (1994d). The Management Challenge, McMillan College Publishing Company, New York, 618.

Higgins J. H. (1994e). The Management Challenge, Macmillan College Publishing Company, New York, 622-624.

Higgins, J. H. (1994f). The Management Challenge, McMillan College Publishing Company, New York, 631.

Higgins, J. H. (1994h). The Management Challenge, McMillan College Publishing Company, New York, 669.

Hess, P. & Siciliano, J. (1996). Management-Responsibility for Performance, McGraw-Hill, Inc., New York, 240-242.

Hirokawa, R. & Gouran, D. S. (1999). Facilitation of Group Communication, Management Communication Quarterly, August, 71 - 92. in: Hodgetts, R. M. & Kuratko, D. F. (1990). Management, Harcourt brace Jovanovic, New York, 448.

Horst, B. (1993). Handbuch Personalmarketing, Gabler, Wiesbaden, 632. in: Pržulj, Ž. (2002) . Menadžment ljudskih resursa, Institut za razvoj malih i srednjih preduzeća, Beograd, 186.

House, R. J. (1971). A Path - Goal Theory of Leadership Effectiveness, Administrative Science Quarterly, September, 321 - 328.

House, R. J. (1976). A Theory of Charismatic Leadership. in: Pierce, J. L. & Newstrom, J. W., (Eds.). (1995). Leaders & the Leadership Process, Irwin/McGraw-Hill/ Boston, 210.

Hrebiniak, L. C. (2005a). Making Strategy Work, Wharton School Publishing, Upper Saddle River, New Jersey, 3.

Hrebiniak, L. C. (2005b). Making Strategy Work, Wharton School Publishing, Upper Saddle River, New Jersey, 78.

Hrebiniak, L. C. (2005c). Making Strategy Work, Wharton School Publishing, Upper Saddle River, New Jersey, 112.

Hughes, R. L. & Beatty, K. C. (2005). Becoming a Strategic Leader, Jossey-Bass, San Francisco, 7 - 43.

Ivancevich, J. M., Lorenzi, P., Skinner, S. J. & Crosby, Ph. B. (1997). Management - Quality and Competitiveness, Irwin/McGraw-Hill Companies, Boston, 319. adapted from Maslow, A. (1943). A Theory of Human Motivation, Psychological Review 50, 319.

Ivancevich, J. M., Lorenzi, P., Skinner, S. J. & Crosby, Ph. B. (1997a). Management, Irwin/McGraw-Hill, New York, 12 -13.

Ivancevich, J. M., Lorenzi, P., Skinner, S. J. & Crosby, Ph. B. (1997b). Management, Irwin/McGraw-Hill, New York, 17 -22.

Ivancevich, J. M., Lorenzi, P., Skinner, S. J. & Crosby, Ph. B. (1997c). Management, Irwin/McGraw-Hill, New York , 282-284.

- Ivancevic, M. J., Lorenzi, P., Skinner, I. P. & Crosby, B. Ph. (2000a). Management: - Quality and competitiveness, Irwin, McGraw-Hill, Boston, Massachusetts, 74.
- Ivancevic, M. J., Lorenzi, P., Skinner, I. P. & Crosby, B. Ph. (2000b). Management: - Quality and competitiveness, Irwin, McGraw-Hill, Boston, Massachusetts, 123.
- Ivancevic, M. J., Lorenzi, P., Skinner, I. P. & Crosby, B. Ph. (2000c). Management: - Quality and competitiveness, Irwin, McGraw-Hill, Boston, Massachusetts, 135.
- Ivancevic, M. J., Lorenzi, P., Skinner, I. P. & Crosby, B. Ph. (2000d). Management: - Quality and competitiveness, Irwin, McGraw-Hill, Boston, Massachusetts, 221.
- Ivancevic, M. J., Lorenzi, P., Skinner, I. P. & Crosby, B. Ph. (2000e). Management: - Quality and competitiveness, Irwin, McGraw-Hill, Boston, Massachusetts, 458.
- Jackson, S. E., May, K. E. & Whitney, K. (1995): Understanding the dynamics of diversity in decision-making teams, u: R. A. Guzzo & E. Salas (1999), Team effectiveness and decision making in organizations, San Francisco: Jossey-Bass, 204-261.
- Jackson, S. E., Hitt, M. A. & DeNisi, A. S., Managing Human Resources for Knowledge-Based Competition: New Research Directions. in: Jackson, S., E., Hitt, M. A. & Denisi, A. S. (Eds.). (2003). Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management, Jossey-Bass, San Francisco, 400.
- Jago A. (1982). Leadership: Perspective in Theory and Research, Management Sciences, in Milisavljević, M. (1999). Liderstvo u preduzećima, Čigoja, Beograd, 10.
- James A. F. Stoner, R. Edward F., Daniel R. & Cilbert, JR. (1997). Menadžment, Želind, Beograd, 222.
- Jojić R. (2002a). Menadžment, Institut za ekonomiku i razvoj RS, Srpsko Sarajevo, 420.
- Jojić, R. (2002b). Menadžment, Institut za ekonomiku i razvoj RS, Srpsko Sarajevo, 404414.
- Jovanović, P. & Radojević, Z. (1996). Proces kontrole. in: Jovanović, P. Menadžment, Fakultet organizacionih nauka, Beograd, 423 -425.
- Kabenick, G. E. (1989). Notes from Underground: Walter Corbitt Talks about Monitoring Paperwork for 35.000 Underground Storage Tanks, Inform 3, 21-22.
- Kahn, W. A. & Kram, K. E. (1994). Authority at Work: Internal Models and Their Organizational Consequences, Academy of Management Review, NJ, 17-50.
- Kamalian, A. R., Yaghoubi, N. M., & Moloudi, J., (2010). Survey of Relationship between Organizational Justice and Empowerment (A Case Study). European Journal of Economics, Finance and Administrative Sciences, 24, 165-171.
- Kanter, R. M. (2005). The New Managerial Work, in: A Jossey-Bass Reader, Management Skills, Jossey-Bass, San Francisco, 91 - 113.
- Kaplan, R. S. & Norton, D. P. (2001a). The Strategy Focused Organization: How Balanced Scorecard Companies thrive in the new Business Environment, Harvard Business School Press, Boston, Massachusetts, 13.
- Kaplan, R. S. & Norton, D. P. (2001b). The Strategy Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, Harvard Business School Press, Boston, 72.
- Katz, R. L. (1974). Skills of an Effective Administrator, Harvard Business Review, Vol 52. No 5, 90-102.
- Kast, F. E. & Rosenzweig, J. E. (1979a). Organization and Management, McGraw-Hill, New York, 110-114.
- Kast, F. E. & Rosenzweig, J. E. (1979b). Organization and Management, McGraw Hill, New York, 119.

- Katzenbach, J. R. & Smith, D. K. (1993). The discipline of teams, *Harvard Business Review*, mart-april, 7(2), 111 - 120. in: Greenberg, J. & Baron, R. A. (1998). *Ponašanje u organizacijama*, Želnid, Beograd, 274.
- Keith, D. & John, W. (1985). *Human Behavior at Work - Organizational Behavior*, McGraw Hill, New York, 310-312.
- Koontz, H. & O'Donnell (1968). *Principles of Management*, McGraw-Hill Company, New York, 168, in: Babić, M. & Stavrić, B. (1996). *Organizacija preduzeća*, KIZ Centar, Beograd, 149- 150.
- Koontz H., O'Donnell C. & Weihrich H. (1984a). *Management*, MaGraw-Hil, New York, 12.
- Koontz H., O'Donnell C. & Weihrich H. (1984b). *Management*, MaGraw-Hil, New York, 565-566.
- Kotler, Ph. & Lee, N. (2005a). *Corporate Social Responsibility*, John Wiley & Sons, Inc., New York, 3.
- Kotler, Ph. & Lee, N. (2005b). *Corporate Social Responsibility*, John Wiley & Sons, Inc., New York, 114.
- Kotter, J. P. (1996a). *Leading Change*, Harvard Business Scholl Press, Boston, 35.
- Kotter, J. P. (1996b). *Leading Change*, Harvard Business Scholl Press, Boston, 174.
- Kotter, J. P. (1998): *Vođenje promene*, Želnid, Beograd, 31-39.
- Kouzes, J. M. & Posner, B. Z. (1997). *The leadership challenge*, Jossey-Bass, San Francisco, 8-14.
- Kozlowski, S. W. J., Gully, S. M., Nason, E. R., & Smith, E. M. (1999). in: Ilgen, D. R. & Pulakos, E. D. (1999). *The changing nature of work performance: Implications for staffing, personnel actions, and development*. San Francisco, Jossey-Bass, 240-292.
- Kreitner, R. (1989). *Management*, Houghton Miffl in, Boston, 452. in: Bahtijarević, F. (1999). *Menadžment ljudskih resursa*, Golden marketing, Zagreb, 683.
- Lawler, E. E. (2005). *Hire the Right People*. in: A Jossey-Bass Reader, *Management Skills*, Jossey-Bass, San Francisco, 177 - 201.
- Leahy, T. (2002). *Turning Managers into Forecasters*, *Business Finance Review*, NJ, 37-38.
- Leigh, A. & Maynard, M. (1994). *On Stage With ACE Teams*, *Management Development Review*, MCB Universitu Press, Vol. 7. No. 2. 26-29.
- Lester, B. (1997): *Liderstvo*, Clio, Beograd, 5.
- Leković, B. & Vučenović, V. (1998). *Menadžment - filozofija i tehnologija*, Želind, Beograd, 2.
- Lewis, P. S., Goodman, S. H. & Fandt, P. M., (1995a). *Management - challenges in the 21st Century*, West Publishing Company, Mineapolis/St.Paul, 42.
- Lewis, P. S., Goodman, S. H. & Fandt, P. M., (1995b). *Management - challenges in the 21st Century*, West Publishing Company, Mineapolis/St.Paul, 98.
- Lewis, P. S., Goodman, S. H. & Fandt, P. M., (1995c). *Management - challenges in the 21st Century*, West Publishing Company, Mineapolis/St.Paul, 272.
- Lewis, P. S., Goodman, S. H. & Fandt, P. M., (1995d). *Management - challenges in the 21st Century*, West Publishing Company, Mineapolis/St.Paul, 535 - 553.
- Lewis, P.S., Goodman, S.H., Fandt, P.M. (1995). *Management: Challenges in the 21 st Century*, West Publishing Company, 43, in: Mašić, B & Lončarević, R. (2004). *Menadžment*:

škole i novi pristupi, Banja Luka, 40.

Lojpur, A. (2004). Korporacijsko upravljanje u teoriji i praksi privatizacije, Ekonomski fakultet Podgorica, 120.

Lončarević, R. (2004). Dimenzije konflikata u organizacijama, javna ustanova Književna zadruga, Banja Luka, 5/6, 115-128.

Lončarević, R. (2004). Liderstvo i efikasnost timova, SymOrg, Zlatibor.

Lončarević, R. (2006a). Menadžment, Univerzitet Singidunum, Beograd, 50.

Lončarević, R. (2006b). Menadžment, Univerzitet Singidunum, Beograd, 71- 73.

Lončarević, R. (2006c). Menadžment, Univerzitet Singidunum, Beograd, 104.

Lončarević, R. (2006d). Menadžment, Univerzitet Singidunum, Beograd, 223 - 230.

Lorenzi, P., Skinner, S. J. & Crosby, Ph. B. (1997). Management Quality and Competitiveness, Irwin/McGraw hill, New York, 120.

Lorenzi, P., Skinner, I. P. & Crosby, B. Ph. (2000). Management - Quality and Competitiveness, Irwin, McGraw-Hill, Boston, Massachusetts, 300.

Lussier, R.N. (1996a). Human Relations in Organizations, Irwin/McGraw-Hill, Boston, 101.

Lussier, R.N. (1996b). Human Relations in Organizations, Irwin/McCraw-Hill, Boston, 115.

Lussier, R.N. (1996c). Human Relations in Organizations, Irwin/McCraw-Hill, Boston, 172.

Lussier, R. N. (1996d). Human Relations in Organizations, Irwin/McCraw-Hill, Boston, 191-192.

Luissier, R. N. (1996e). Human Relations in Organizations, Irwin/McGraw-Hill, Boston, 346-348.

Lussier, R. N. (1996f). Human Relations in Organizations, Irwin/McCraw-Hill, Boston, 353.

Luissier, R. N. (2000). Human relations in Organizations, Irwin/McGraw-Hill Companies, Boston, 316.

Luthans, F. (1998). Relationships Between Career Motivation, Affective Commitment and Job Satisfaction, [Procedia - Social and Behavioral Sciences, Volume 58](#), 12 October 2012, 355-362.

McGregor, M. C. (1960). The Human Side of Enterprise, New York: McGraw-Hill, 3-14.

Maharjan, S. (2012). Association between Work Motivation and Job Satisfaction of College Teachers. Administration and Management Review, Vol 24 No 2. 44-55.

Manstead, A. S. R., & Semin, G. R. (1980). Social facilitation effects: Mere enhancement of dominant responses? British Journal of Social and Clinical Psychology, 19, 119-136.

Margerison, C. & McCann, D. (1990). Team Management: Practical New Approaches, Mercury Books, London. in: Robbins, S. P. (1998). Organizational Behavior, 291.

Margerison, Ch. (1994). Individual Development Plans, Librarian Career Development, Vol. 2 No.1, 4-10.

Margerison, Ch. (1995). Team tasks and management development, American Journal of Management Development, Vol. 01, Issue 1, 1-5.

Margerison, Ch. & McCann, D. (1995). Team tasks and management development, American Journal of Management Development, Vol. 01 -Issue 1, 12.

- Marjanović, S. (1971a). Donošenje odluka u privrednim organizacijama, Informator, Zagreb, str. 117-128.
- Marjanović, S. (1971b). Donošenje odluka u privrednim organizacijama, Informator, Zagreb, 224.
- Marjanović, S. (1982a). Primena kibernetike u rukovođenju radnim organizacijama, Informator, Zagreb, 140.
- Marjanović, S. (1982b). Primena kibernetike u rukovođenju radnim organizacijama, Informator, Zagreb, 194.
- Marjanović, S. (1985). Organizovanje rada organizacionih rukovodilaca, Zavod za organizaciju poslovanja i obrazovanje kadrova, Beograd, 224.
- Marković, M. (2003). Poslovna komunikacija, Clio, Beograd, 19.
- Marshall, D. R. & Novick, D. C. (1995). Conversational effectiveness in multimedia communications, Information Technology and People, Vol. 8 No. 1, 54-79.
- Maslow, H. A. (1943a). Motivacija i ličnost (Prevod od angleski), Nolit, Beograd, 102.
- Maslow, H. A. (1943b). Motivacija i ličnost (Prevod od angleski), Nolit, Beograd, 396.
- Mašić, B. (2001). Strategijski menadžment, Univerzitet Braća Karić, Beograd, 5.
- Mašić B. (2006). Novi koncepti u pristupu liderstvu, Zbornik radova, Naučni skup, Liderstvo u teoriji i praksi, Ekonomski fakultet Banja Luka, 36.
- Mašić, B. (2010). Menadžment - principi, procesi i koncepti, Univerzitet Singidunum, Beograd, 19.
- Maxey, C. & Bremer, J. (2004). It's Your Move, Prentice Hall - Financial Times, London, 164.
- McCallum, D. C. (1856). Superintendents Report, March 25, in Annual Report of the New York and Erie Railroad Company for 1855, in Chandler, Railroads, 24-27.
- McGrath, J. E. & Hollingshead, A. B. (1994). Groups interacting with technology, Thousand Oaks, CA: Sage.
- Metcalf, H. C. U. (1940). Dynamic Administration: The collected Papers of Mary Parket, Harper & Row, New York, 131. in: Wren, D. A. & Voich, D., Jr. (1994). Menadžment (Prevod od angleski), Privredni pregled, Beograd, 28.
- Milisavljević, M. & Todorović, J. (1995). Planiranje i razvojna politika preduzeća, Savremena administracija, Beograd, 132.
- Milisavljević M. (1999a). Liderstvo u preduzećima, Čigoja, Beograd, 78.
- Milisavljević M. (1999b). Liderstvo u preduzećima, Čigoja, Beograd, 99.
- Milisavljević, M. (2002a). Savremeni strategijski menadžment, Institut ekonomskih nauka, Beograd, 27.
- Milisavljević, M. (2002b). Savremeni strategijski menadžment, Institut ekonomskih nauka, Beograd, 84.
- Miller, D. & Toulouse, J. (1986). Strategy, Structure, CEO Personality and Performance in Small Firms, American Journal of Small Business, 47-62.
- Miller, C. C. et al. (1991). Understanding Technology-Structure Relationships: Theory development and Meta-Analytic Theory Testing, Academy of Management, NJ, 370-399.
- Miller, S. & Miller, Ph. A. (1994a). Collaborative Team Skills, Interpersonal Communication Programs, Inc., New York, 42.

- Miller, S. & Miller, Ph. A. (1994b). Collaborative Team Skills, Interpersonal Communication Programs, Inc., New York, 98.
- Miner, J. (1988). Limited Domain Theories of Organizational Energy, Organizational Behavior: Performance and Productivity, Random House, New York, 171.
- Mintzberg, H. (1973). The Nature of Managerial Work, Harper&Row, New York, 93-94.
- Mintzberg, H. (1983). Structure in Fives: Designing Effective Organizations, Upper Saddle River, Prentice Hall, NJ, 157.
- Mintzberg, H. & Gosling, J. (2002). Educating Managers Beyond Borders, Academy of Management Learning and Education, New York, 64-76.
- Mitchell, T. R. (1979). People in Organizations, McGraw Hill, New York, 14.
- Mockler, R. J. (1971). Business Planning and Policy Formulation, Appellation - Centry Crofts, New York. in: Milisavljević, M., Todorović, J. (1985). Planiranje i razvojna politika preduzeća, Savremena administracija, Beograd, 105.
- Mohrman, S. A. (1993). Integrating roles and structure in the lateral organization, Jossey Bass, San Francisko, 109-141.
- Mohrman, S. A., Zoben, S. C, & Mohrman, A. M. (1995). Designing Team-Based Organizations, Jossey-Bass/ San Francisko, 49. in: Lawler, E.E. (2000). From the Ground Up, Jossey-Bass, San Francisco, 100.
- Molz, R. (1987). How Leaders use Goals, Long Range Planing, 91.
- Mullins, J. W. (2003). The New Business Road Test, Prentice hall, Financial Times, London, 240.
- Murdick, R. G. (1972). Nature of Planning and Plans. in: Corporate Planning Selected Concepts, ed. by Dennig, P. W., Me Graw-Hill Book Company, London, 162. in: Milisavljević, M. & Todorović, J. (1995). Planiranje i razvojna politika preduzeća, Savremena administracija, Beograd, 147.
- Murdick, R. G. & Ross, J. E. (1975). Information Systems for Modern Management, Prentice-Hall, Inc., Englewood Cliffs, New Jersey, 5.
- Munsterberg, H. (1913). Psychologie und Wirtschaftsleben: Ein Beitrag zur angewandten Experimental-Psychologie, Leipzig: J. A. Earth, 24.
- Nielsen, E. H. Understanding and Managing Conflict. in: Lorsh, J. W. v Lawrence, P. R. (Ed.) (1972). Managing Group and Intergroup Relations, Irwin an Dorsey, Homewood, 329 - 343. in: Daft, R. L. (1995). Organization Theory & Design, West Publishing Company, Minneapolis/St. Paul, 462.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, M. P. (2000a). Human Resource Management, Irwin/Mc Graw- Hill, Boston, 463.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, M. P. (2000b). Human Resource Management, Irwin/Mc Graw- Hill, Boston, 543.
- Noe, R.A., Colquit, J. A., Simmering, M. J. & Alvarez, S. A., Knowledge management: Developing Intellectual and Social Capital. in: Jackson, S., E., Hitt, M. A. & Denisi, A. S. (Eds.) (2003). Managing Knowledge for Sustained Competetove Advantage: Designing Strategies for Effective Human Resource Management, Jossey-Bass, San Francisco, 210.
- Noe, R.A., Hollenbeck, J.R., Gerhart, B. & Wright, P.M. (2007): Fundamentals of Human Resource management, Mc Graw Hill, International edition, 14.
- Northouse, P. C. (2001a). Leadership, Sage Publications, Inc., Thousand Oaks, 13.
- Northouse, P. C. (2001b). Leadership, Sage Publications, Inc., Thousand Oaks, 133-135.

- Northouse, P.G. (2001c). Liderstvo - teorija i praksa, Sage Data Status, Beograd, 152.
- Northouse, P.G. (2008a). Liderstvo - teorija i praksa, Sage Data Status, Beograd, 2.
- Northouse, P.G. (2008b). Liderstvo - teorija i praksa, Sage Data Status, Beograd, 146.
- Ober, S. (1995). Contemporary Business Communication, Houghton Mifflin Company, Boston, 22.
- Parker, G. M. (2003). Cross-Functional Teams, Jossey-Bass, San Francisco, 31-37.
- Peters, T. (1996). Uspešan u haosu (Prevod od angleski), Poslovni sistem Grmeč, Beograd, 598.
- Pfeiffer, J. (2005). Seven Practices of Successful Organization. in: A Jossey-Bass Reader, Management Skills, Jossey-Bass, San Francisco, 133-177.
- Pierce, J. L. & Newstrom, J. W. (2002). The Manager's Bookshelf: A Mosaic of Contemporary Views, Prentice-Hall, Upper Saddle River, New Jersey, 108-113.
- Porter, L. W. & Lawler, E. E. (1968). Managerial Attitudes and Performance, Homewood, Richard D. Irwin, Inc., 165.
- Porter, L. W. & Lawler, E. E. (1968). Managerial Attitudes and Performance, Homewood, Ill.: Richard D. Irwin, Inc., 165. in: Cerio, C. (1994). Modern Management, Allyn and Bacon, Boston, 379.
- Preiser W. F.E. & Schramm U. (2002). Intelligent office building performance evaluation, Facilities, Vol 20 No 7/8, 279-287.
- Pruitt, G. D. & Rubin, Z. J. (1986). Social Conflict, New York, Random House.
- Pržulj, Ž. (2002). Menadžment ljudskih resursa, Institut za razvoj malih i srednjih preduzeća, Beograd, 11.
- Qubein, N. R. (1997a). How to Be a Great Communicator, John Wiley & Sons, Inc., N.York, 7.
- Qubein, N. R. (1997b). How to Be a Great Communicator, John Wiley & Sons, Inc., N.York, 41.
- Qubein, N. R. (1997c). How to Be a Great Communicator, John Wiley & Sons, Inc., N.York, 51.
- Quin, J. B., Anderson, P. & Finkelstein, S. (1996). New Forms of Organizations, 353 - 361. in: Mintzberg, H., & Quinn, J. B. (1996). The Strategy Process - Concepts, Contexts and Cases, Prentice Hall, Upper Saddle River, New Jersey, 350 - 362.
- Rajkov, M. (1996). Menadžment - istorija naučne misli, Fakultet organizacionih nauka, Beograd, 1.
- Rajkov, M. (1996). Menadžment, Fakultet organizacionih nauka, Beograd, 46.
- Ramsey, C. (1998). Managing within conversation: influencing for change, Career Development International, Vol 3. Issue 7.
- Redman, T. & Wilkinson, A. (2001). Contemporary human Resource Management, Prentice Hall - Pearson Education Limited, Harlow, Essex, England, 16.
- Richard L. Daft & Richard M. (1986). Steers, Organizations: A Micro/Macro Approach, 538. in: Daft, R. L. (2000). Management, The Dryden Press, Fort Worth, 576.
- Robbins, S. P. (1988). Organizational behavior, Prentice-Hall, New Jersey, 242.
- Robbins, S. P. (1992a). Bitni elementi organizacijskog ponašanja (Prevod od angleski), Mate Zagreb, 100 - 101.

- Robbins, S. P. (1992b). Bitni elementi organizacijskog ponašanja (Prevod od angleski), Mate Zagreb, 132 - 133.
- Robbins, P. S. (1996). Bitni elementi organizacionog ponašanja (Prevod od angleski), Mate, Zagreb, 55.
- Robbins, S. P. (1998a). Organizational Behavior, Prentice-Hall International, Upper Saddle River, New Jersey, 242.
- Robbins, S. P. (1998b). Organizational Behavior, Prentice-Hall International, Upper Saddle River, New Jersey, 265-268.
- Robbins, S. P. (2000). Essentials of Organizational Behavior (6th ed.). Upper Saddle River, NJ: Prentice-Hall.
- Robbins, S. P. (2001). Organizational Behavior, Prentice-Hall International, Upper Saddle River, New Jersey, 437.
- Robbins, S. P. & Decenzo, D. A. (2001a). Fundamentals of Management, Prentice-Hall, Upper Saddle River, New, Jersey, 292.
- Robbins, S. P. & Decenzo, D. A. (2001b). Fundamentals of Management, Prentice-Hall, Upper Saddle River, New Jersey, 378.
- Robbins, S. P. & Decenzo, D. A. (2001c). Fundamentals of Management, Prentice-Hall, Upper Saddle River, New Jersey, 383.
- Robbins, S. P. & Decenzo, D. A. (2001d). Fundamentals of Management, Prentice-Hall, Upper Saddle River, New Jersey, 407 - 408.
- Robbins, S. P. & Decenzo, D. A. (2001e). Fundamentals of Management, Prentice-Hall, Upper Saddle River, New Jersey, 488.
- Robbins, S. P. & Coulter, M. (2003a). Management, Prentice Hall, Upper Saddle River, New Jersey, 21.
- Robbins, S. P. & Coulter, M. (2003b). Management, Prentice Hall, Upper Saddle River, New Jersey, 151.
- Robbins, S. P. & Coulter, M. (2003c). Management, Prentice-Hall, Upper Saddle River, New Jersey 176.
- Robbins, S. P. & Coulter, M. (2003d). Management, Prentice Hall, Upper Saddle River, New Jersey, 215.
- Robbins, S. P. & Coulter, M. (2003e). Management, Prentice Hall, Upper Saddle River, New Jersey, 261-262.
- Robbins, S. P. & Coulter, M. (2003f). Management, Prentice Hall, Upper Saddle River, New Jersey, 424.
- Robbins, S. P. & Coulter, M. (2003g). Management, Prentice Hall, Upper Saddle River, New Jersey, 448-464.
- Robbins, S. P. & Coulter, M. (2003h). Management, Prentice Hall, Upper Saddle River, New Jersey, 502.
- Robbins, S. P. (2004). Decide & Conquer, Upper Saddle River, New York.
- Robbins, S. P. & Coulter, M. (2005a). Menadžment, Data Status, Beograd, 4-7.
- Robbins, S. P. & Coulter, M. (2005b). Menadžment, Data Status, Beograd, 9.
- Robbins, S. P. & Coulter, M. (2005c). Menadžment, Data Status, Beograd, 30.

- Robbins, S. P. & Coulter, M. (2005d). Menadžment, Data Status, Beograd, 151.
- Robbins, S. P. & Coulter, M. (2005e). Management, Data Status, Beograd, 241.
- Robbins, S. P. & Coulter, M. (2005f). Menadžment, Data Status, Beograd, 238
- Robbins, S. P. & Coulter, M. (2005g). Menadžment, Data Status, Beograd, 262.
- Robbins, S.P. & Coulter, M. (2005f): Menadžment, Data Status, Beograd, 285.
- Robbins P. S. & Coulte, M. (2005g). Menadžment, Data status, Beograd, 343.
- Robbins P. S., & Coulter M. (2005h): Menadžment, Data status, Beograd, 436-437.
- Robbins P. S. (2005): Menadžment, Mate, Zagreb, 458.
- Robbins, S. P. (2005a). Essentials of Organizational Behavior, Prentice Hall - Pearson Education International, Upper Saddle River, New Jersey, 12.
- Robins, S. P. (2005b). Essentials of Organizational Behavior, Pearson Educations, Upper Saddle River, New Jersey, 64.
- Robbins, S. P. (2005c). Essentials of Organizational Behavior, Prentice Hall - Pearson Education International, Upper Saddle River, New Jersey, 170-171.
- Robbins, S. P. (2005d). Essentials of Organizational Behavior, Prentice Hall - Pearson Education International, Upper Saddle River, New Jersey, 177.
- Robins, S. P. (2005e). Essentials of Organizational Behavior, Pearson Educations, Upper Saddle River, New Jersey, 212.
- Robins, S. P. (2005f). Essentials of Organizational Behavior, Pearson Educations, Upper Saddle River, New Jersey, 255.
- Robins, S. P. (2005g). Essentials of Organizational Behavior, Pearson Educations, Upper Saddle River, New Jersey, 264.
- Robins, S. P. (2005h). Essentials of Organizational Behavior, Pearson Educations, Upper Saddle River, New Jersey, 458.
- Robins, S. P. (2005i). Essentials of Organizational Behavior, Pearson Educations, Upper Saddle River, New Jersey, 474.
- Romani, P. N. (1997). MBO by Any Other Name Is Still MBO, Supervision, New York, 6-8.
- Rowe, A. J. & McGrath, M. R., Managerial Decision Making, Science Research Associates, Chicago (1984) and Rowe, A. J., Mason, R. O. (1987). Managing with Style: A Guide to Understanding, Assessing and Improving Your Decision making, Jossey-Bass, San Francisco. in: Daft, R. L. (2000). Management, The Dryden Press, Fort Worth, 284.
- Rue, L. W. & Byars, L. L. (1996). Supervision - Key Link to Productivity, Irwin/McGraw-Hill, Boston, Massachusetts, 132-133.
- Rusher, R. K. (1997). How do we measure the effectiveness of team building, Journal of Management Development, Vol. 16. No. 2, 93-110.
- Sajfert, Z. (2011). Menadžment, Zrenjanin, Tehnički fakultet, Mihilo Pupin, 66.
- Sanders, G. S. (1981). Driven by distraction: An integrative review of social facilitation theory and research, Journal of Experimental Social Psychology, 13, 303-314.
- Sanna, L. J. (1992). Self-efficacy theory: Implications for social facilitation and social loafing, Journal of Personality and Social Psychology. Vol 62(5), 774-786.
- Saraswathi, S. (2011). A Study on Factors that Motivate IT and Non-IT Sector Employees: A

Comparison, International Journal of Research in Computer Application and Management, Vol. 1 No. 2, p. 72-77.

Sashittal, H. C. & Jassawalla, A. R. (1998). Why managers do what they do, Management Decision, 36/8, 533 - 542.).

Saucier, C. & Goldberg, L. R., The Structure of Personality Attributes, in: Barrick, M. R. & Ryan, A. M. (2003). Personality and Work, Jossey-Bass, San Francisco, 1 - 30.

Sexton, C. (1994). Self-managed Work Teams: TQM Technology at the Employee Level, MBC University Press, journal of Organizational Change Management, Vol. 7 No. 2, 46.

Shein, E. H. (1999a). The Corporate Culture, jossey-Bass, San Francisco, 24.

Shein, E. H. (1999b). The Corporate Culture, jossey-Bass, San Francisco, 58-59.

Shuler, R. & Walker, J. (1990). Human Resources Strategy: Focusing on Issues and Actions, Organizational Dynamics, 5.

Šire, D.A.F. Stoner, R.E. Freeman, D.L.R. & Bihejvior, Jr. (1997). Menadžment, Želnid, Beograd, 364. in: G. Dessler (2007). Osnovi menadžmenta ljudskih resursa, Data Status, Beograd, 224.

Smith, D. K. (1996). Taking Charge of Change - 10 Principles for managing people and performance, Addison Wesley Publishing Company, New York, 129.

Spears, L. C. & Lawrence, M. (Eds.). (2002). Focus on Leadership- servant-Leadership for Twenty-First Century, John Wiley & Sons, Inc., New York, 19 - 376.

Spreitzer, G. M. & Cumings, T. G. (2001). The Leadership Challenges of the Next Generation, in: Bennis, W., Spreitzer, G. M. & Cummings, T. G. (Eds.), The Future of Leadership: Today's Top Leader Thinkers Speak to Tomorrow's Leaders, Jossey-Bass, San Francisco, 241 - 253.

Stanex, J.A.F., Freeman, R.E. & Gilbert, D.R. (1997). Menadžment, Želnid, Beograd, 491.

Stefanović, Ž., Petković, M., Kostić, Ž., Janićijević, N. & Babić, V. (2000a). Organizacija preduzeća, Ekonomski fakultet, Beograd, 184- 194.

Stefanović, Ž., Petković, M., Kostić, Ž., Janićijević, N. & Babić, V. (2000b). Organizacija preduzeća, Ekonomski fakultet, Beograd, 432-433.

Stettner, M. (2000). Skills for New Managers, McGraw-Hill, New York, 133.

Stewart, G. L., Toward an Understanding of the Multilevel Role of Personality in Teams, in: Barrick, M. R. & Ryan, A. M. (2003). Personality and Work, jossey-Bass, San Francisco, 183 -205.

Stonner, Dž. A. F., Freeman, R. E. & Gilbert, D. R. (1994). Menadžment, Želnid, Beograd, 350.

Stoner, Dž. A. F., Friman, R. E. & Gilbert, D. R. (1997a). Menadžment, Želnid, Beograd, 10.

Stoner, Dž. A. F., Friman, R. E. & Gilbert, D. R. (1997b). Menadžment, Želind, Beograd, 56-77.

Stoner, Dž. A. F., Friman, R. E. & Gilbert, D. R. (1997c). Menadžment, Želind, Beograd, 136.

Stoner, Dž. A. F., Friman, R. E. & Gilbert, D. R. (1997d). Menadžment, Želind, Beograd, 219.

Stoner, Dž. A. F., Freeman, R.E. & Gilbert, D. R. (1997e). Menadžment, Želind, Beograd, 223.

Stoner, Dž. A. F., Freeman, R.E. & Gilbert, D. R. (1997f). Menadžment, Želind, Beograd, 226-227.

Stoner, Dž. A. F., Friman, R. E. & Gilbert, D. R. (1997g). Menadžment, Želind, Beograd, 292.

Stoner, Dž. A. F., Freeman, R.E. & Gilbert, D. R. (1997h). Menadžment, Želnid, Beograd, 318.

Stoner, Dž. A. F., Freeman, R. E. & Gilbert, D. R. (1997i). Menadžment, Želind, Beograd, 363.

Stoner Dž. A. F. & Freeman, R. E. & Gilbert, D. R. (1997j). Management, Želnid, Beograd, 416.

- Stoner, J. & Freeman, E. (1992). Management, Prentice-Hall, Inc., 38, in: Mašić, B. & Lončarević, R. (2004). Menadžment: škole i novi pristupi. Ekonomski fakultet, Banja Luka, 64.
- Stroebe, W., & Frey, B. S. (1982). Self-interest and collective action: The economics and psychology of public goods, *British Journal of Social and Clinical Psychology*, 21, 121-137.
- Strukan, E. & Sajfert, Z. (2014). Motivacija za rad u funkciji uspešnosti organizacije. *Business Consultant*, jul 2014, Vol. 6 Issue 38, 87-96.
- Sutton, R. I. (2005). Building Companies Where Innovation Is a Way of Life, in: A Jossey-Bass Reader, Management Skills, Jossey-Bass, San Francisco, 659 - 684.
- Tannenbaum, R. & Schmit, W. H. (1973). How to Choose a Leadership Pattern, *Harvard Business Review*, maj/juni. in: Stoner, J. A. F., Freeman, R. E., Gilbert, D. R. (2000). Menadžment, Želid, Beograd, 435.
- Taylor, F. W. (1947). Scientific Management, Harper & Brothers, New York, 9.
- Taylor, F. W. (1967a). Naučno upravljanje, Rad, Beograd, 28 -39.
- Taylor, F. W. (1967b). Naučno upravljanje, Rad, Beograd, 83 - 84.
- Thomas, K. W. (1977). Toward Multi-Dimensional Values in Teaching: The Example of Conflict Behaviors, *Academy of Management Review* 2, 484. in: Vecchio, R. P. (2000). Organizational Behavior, The Dryden Press, Fort Worth, 242 - 248.
- Thomas, K. W. (1992). Conflict and negotiation processes in organizations, In Dunette, M. D. & Hough L. M. (Eds.), *Handbook of industrial and organizational psychology*, Palo Alto, 213. in: Greenberg, J. & Baron, R. A. (1998). Ponašanje u organizacijama, 389.
- Thompson, J. & Cole, M. (1997). Strategic competency - the learning challenge, *Journal of Workplace Learning*, MBC University Press, Vol 9, 153.
- Tichy, M. N. & Carewell, N. The Cycle of Leadership - How Great Leaders Teach their Companies to Win. in: Gibson, C. B. & Cohen, S. C. (Eds.). (2003). *Virtual Teams That Work*, Jossey-Bass, San Francisco, 295.
- Tichy, N. M. & Devanna, M. A. (2000). The Transformational Leader, John Wiley and Sons, New York, 29.
- Torrington, S. D., Hall, L. & Taylor, L. (2002). Menadžment ljudskih resursa, Data Status, Novi Sad, 139 -142.
- Torrington, D., Hall, L & Taylor, S. (2004). Menadžment ljudskih resursa, Data status, Beograd, 5-11.
- Tzu, S. (2002). Umeće ratovanja, Alnari, Mono & Manjana Press, Beograd.
- Vecchio, R. P. (2000a). Organizational Behavior, The Dryden Press, Fort Worth, Philadelphia, 29.
- Vecchio, R. P. (2000b). Organizational Behavior, The Dryden Press, Fort Worth, Philadelphia, 228.
- Vecchio, R. P. (2000c). Organizational Behavior, The Dryden Press, Fort Worth, Philadelphia, 236-238.
- Vecchio, R. P. (2000d). Organizational Behavior, The Dryden Press, Fort Worth, Philadelphia, 291.
- Vecchio, R. P. (2000e). Organizational Behavior, The Dryden Press, Fort Worth, Philadelphia, 301.

Vren, D. A. & Voich, D. Jr. (1994a). Menadžment, Privredni pregled, Beograd, 28.

- Vren, D. A. & Voich, D. Jr. (1994b). Menadžment, Privredni pregled, Beograd, 55.
- Vroom, V.H. (1995). Work and Motivation, San Francisco, Jossey-Bass Publishers.
- Vroom, V. H. (1996). Organizational Choice: A Study of Pre and Postdecision Processes, Organizational Behavior and Human Performance, 212-225.
- Weick, K. E. & Sutcliffe, K. M. (2001). Managing the Unexpected, Jossey-Bass, San Francisco, 10.
- Wehrich, H. B. & Koontz, H. (1993a). Menadžment, Mate, Zagreb, 12.
- Wehrich, H. & Koontz, H. (1993b). Menedžment, Mate, Zagreb 312.
- Wehrich, H. & Koontz, H. (1994a). Management: A Global Perspektive, McGraw-Hill New York, 269.
- Wehrich, H. & Koontz, H. (1994b). Management: A Global Perspektive, McGraw-Hill New York, 514-536.
- Wehrich, H. & Koontz, H. (1994c). Management: A Global Perspektive, McGraw-Hill New York, 538.
- Wehrich, H. & Koontz, H. (1994d). Management: A Global Perspektive, McGraw-Hill New York, 543.
- Wehrich, H. & Koontz, H. (1994e). Management: A Global Perspektive, McGraw-Hill New York, 581-583.
- Wehrich, H. & Koontz, H. (1994). Menedžment, Mate, Zagreb, 501.
- Wehrich, H. & Koontz, H. (1998a). Menadžment, Mate, Zagreb, 4.
- Wehrich, H. & Koontz, H. (1998b). Menadžment, Mate, Zagreb 247.
- Wehrich, H. & Koontz, H. (1998c). Menadžment, Mate, Zagreb, 551.
- Weis, J. W. (1996). Organizational Behavior and Change, West Publishing Company, Mineapolis, 339.
- Weiss, H. M. & Kurek, K. E. Dispositional Influences on Affective Experiences at Work. in: Barrick, M. R. & Ryan, A. M. (Eds.). (2003). Personality and Work, Jossey-Bass, San Francisco, 121 - 150.
- Weiss, J. W. (1996a). Organizational Behavior and Change, West Publishing Company, Mineapolis/St. Paul, 339.
- Weiss, J. W. (1996b). Organizational Behavior and Change, West Publishing Company, Mineapolis/St. Paul, 342.
- Weick, K. E., Sutcliffe, K. M. & Obstfeld, D. (2007). Managing the Unexpected, Jossey-Bass, 10.
- Whicker G. N. (1996). Toxic Leaders, When Organizations Go Bad, Quorum Books, London. in: Milisavljević M. (2006). Potreba za liderstvom, Zbornik radova, Naučni skup, Liderstvo u teoriji i praksi, Ekonomski fakultet Banja Luka, 24.
- Wiener, N. (1964). Kibernetika et al. (Prevod sa engleskog), Nolit, Beograd, 27.
- Williams, R. J., Hoffman, J. J. & Lamont, B. T. (1995). The Influence of Top Management Team Characteristics on M-Form, Inplementation Time, Journal of Management, NJ, 460-480.
- Williams, A. (1996). Groupware: the next wave of offi ce automation, Industrial Management & Data Systems, Vol. 96 - Issue 6, 1 -5.

- Wills, G. (1994). Networking and Its Leadership Processes, Leadership & Organization Development Journal, Vol. 15, No. 7, 19-25.
- Woodward, J. (1965). Industrial Organization - Theory and Practice, Oxford University Press.
- Wren, D. A. (1994). The Evolution of management Thought, John Wiley & Sons, Inc., 60.
- Wren, D. A. & Voich, D. Jr. (1994a). Menadžment: Proces, struktura i ponašanje (Prevod od engleski), Privredni pregled, Beograd, 48.
- Wren, D. A. & Voich, D. Jr. (1994b). Menadžment: Proces, struktura i ponašanje (Prevod od engleski), Privredni pregled, Beograd, 424.
- Wren, D. A. & Voich Jr. D. (1994c). Menadžment - proces, struktura i ponašanje, poslovni sistem Grmeč, Privredni pregled, Beograd, 429.
- Wren, D. A. & Voich, D. Jr. (1994d). Menadžment: Proces, struktura i ponašanje (Prevod od engleski), Privredni pregled, Beograd, 359.
- Wren, D. A., & Voich, D. Jr. (1994e). Menadžment - proces, struktura, ponašanje, Grmeč, Beograd, 370.
- Wright, M. P. & Noe, A. R. (1995). Management of Organizations, McGraw-Hill, New York, 367.
- Wright, P. M. (1996). Management of Organizations, Irwin/McGraw-Hill, Boston, Vol. 7 No. 2, 608.
- Wright, P. M. & Noe, R. A. (1996a). Management of Organizations, Irwin-McGraw-Hill, Boston, 69 - 76.
- Wright, P. M. & Noe, R. A. (1996b). Management of Organizations, Irwin/McGraw-Hill, Boston, Massachusetts, 191.
- Wright, P. M. & Noe, R. A. (1996c). Management of Organizations, Irwin-McGraw-Hill, Boston, 438.
- Wright, P. M. & Noe, R. A. (1996d). Management of Organizations, Irwin-McGraw-Hill, Boston, 484.
- Wright, P. M. & Noe, R. A. (1996e). Management of Organizations, Irwin-McGraw-Hill, Boston, 491.
- Wright, P. M. & Noe, R. A. (1996f). Management of Organizations, Irwin/McGraw-Hill, Boston-N.York, 625 - 629.
- Wright, P. M. & Noe, R. A. (1996g). Management of Organizations, Irwin-McGraw-Hill, Boston, 647.
- Wright, P. M. & Noe, R. A. (1996h). Management of Organizations, Irwin-McGraw-Hill, Boston, 734.
- Wright, P. M. & Noe, R. A. (1996a). Management of Organizations, Irwin McGraw-Hill, New York, 499.
- Wright, P. M. & Noe, R. A. (1996b). Management of Organizations, Irwin/McGraw-Hill, Boston - N. York, 629-630.
- Wright, P. M., & Noe, R. A. (2000). Management of Organizations, Irwin/McGraw-Hill, Boston, 612.
- Yukl, G. (1998). Leadership in Organizations, Prentice Hall, Upper Saddle River, New Jersey, 5. in: Milisavljević, M. (1999). Liderstvo u preduzećima, Čigoja štampa, Beograd, 10.
- Yusoff, F.W., Kian, T.S., Idris, T. M. (2013). Herzberg's two factors theory on work

motivation: does it work for today's environment?, Global Journal of Commerce & Management Perspective, Vol. 2, No. 5, 18-22.

Zajonc, R. B. (1965). Social Facilitation, Science, 149, 269-274.

Zimonji V. (1994). Grupe u organizaciji, Ekonomski Fakultet, Subotica, 214.

Zupljnain, S. (2016). Menadžment, Nezavisni univerzitet Banja Luka, 124-149.